



ENTERPRISE STRATEGIC PLANNING INITIATIVES

INTRODUCTION

Through enterprise strategic planning, the enterprise organization manages and sets direction for the State of Montana's information technology architecture (ITA). In the past biennium, ITAC, SEC, ITMG, ISD, and agency IT organizations have addressed several major enterprise ITA issues. Through their combined efforts, they have made great progress toward solidifying the ITA and moving Montana into the 21st Century. The results of these efforts have been realized through the creation of *Legislative, Executive, and Management* task forces, subcommittees, and advisory groups.

LEGISLATIVE INITIATIVES

Two major legislative-level initiatives resulted in the creation of the Joint Interim Committee on State Management Systems (SJR 23) and the Governor's Blue Ribbon Telecommunications Task Force (BRTF). Each is discussed below, and their respective memberships are provided in *Appendix A*.

Senate Joint Resolution No. 23

Senate Joint Resolution No. 23 called for an interim Committee to present the 55th Legislature and the Governor with a report that included:

- ▲ options for the general revision of the laws governing state fiscal and personnel management, and
- ▲ an estimated schedule by which a transition to fully integrated, automated, asset management systems could be effected (along with an assessment of legislative actions required to support the schedule).

The approach taken in gathering and preparing information for the study was to charter three separate task forces: Accounting, Budgeting, and Data Management. The mission statements for each of these task forces are described below:

Task Force Mission Statements

Accounting Task Force. The mission of the Accounting Task Force was to examine the subjects comprising state accounting, purchasing, and tangible personal property within the context of and for the purposes stated in SJR 23, and to assist the Committee by identifying options and proposing recommendations for consideration by its members. Recommendations should include proposed implementation schedules and budget needs wherever applicable.

Budgeting Task Force. The mission of the Budgeting Task Force was to examine the subjects comprising state budgeting, revenue estimating, and personnel within the context of and for the purposes stated in SJR 23, and to assist the Committee by identifying options and proposing recommendations for consideration by its members. Recommendations should include proposed implementation schedules and budget needs wherever applicable.

Data Management Task Force. The mission of the Data Management Task Force was to examine the subjects comprising the use of management information and information systems by state managers, the intergovernmental integration and coordination of systems, and to assist the Committee by identifying options and proposing recommendations for consideration by its members. Recommendations should include proposed implementation schedules and budget needs wherever applicable.

Task Force Recommendations

In August 1996, the Committee took action on recommendations from the three task forces. In total, the task forces made 22 recommendations. With some minor revisions, the full Committee adopted 21 of the recommendations. Included among the major recommendations are:

- ▲ The Department of Administration should hire a consultant to provide long-term, architecturally and technologically sound options for reengineering the state financial management systems. The options should include flexibility to accommodate future changes in the state's infrastructure and/or strategic initiatives as state government changes. The contract should provide for delivery of a comprehensive report prior to the 1997 legislature convening, and be used as



the basis for Executive Branch (appropriation) recommendations. (This effort, called the MT PRIME project, is underway.)

- ▲ The 1997 legislature should establish an ongoing interim subcommittee, consisting of members of the Legislative Finance and Audit Committees, to provide oversight between the next three legislative sessions. The subcommittee would receive status reports from the Department of Administration regarding the reengineering effort and address information technology issues facing state and local governments. (Draft legislation is available for review.)
- ▲ The legislative leadership, with consultation and recommendations from the Legislative Finance Committee, should establish a distinct process to consider/review enterprise technology issues (including funding initiatives related to information technology) separate from the regular subcommittee process and should be initiated early in the 1997 legislative session or even prior to the session convening.
- ▲ The legislature should adopt statutory changes to revise budgeting statutes to provide general guidance and flexibility in budgeting while maintaining accountability and control; eliminate obsolete language; and generally modernize the budgeting statutes. (Draft legislation is available for review.)
- ▲ The Department of Administration, with consultation from ITAC, should adopt goals for a new budget system and endorse the redesign efforts of the Office of Budget and Program Planning (OBPP) and the Legislative Fiscal Division (LFD).
- ▲ The Committee acknowledges the importance of revenue collection and other “single agency” systems, and that these systems should be included in any long-range system integration plan, with emphasis placed on those that must interact with major statewide management systems.
- ▲ The Committee agreed that the interface of state personnel systems with the Statewide Budget and Accounting System be improved; that online access to information and reports be improved and expanded; and that improvements be made to transactions to allow more decentralized maintenance of information. Particular emphasis should be placed on improvements to the position control portion (of P/P/P), including developing a temporary, replacement position control.
- ▲ The Department of Administration should complete a study to redesign or replace the P/P/P system with a human resource system integrated with other financial management systems. The integrated systems should provide decision guidance to agency managers and flexible access to a variety of employee information, and provide central policy makers with accurate, reliable, and timely data to enable audit and analysis of pay practices and budget management.
- ▲ The Department of Administration, with consultation from the Information Technology Advisory Council (ITAC), should develop and adopt Information Management Principles for managing data as a state resource. These Principles should embrace data policies and standards, application development and



management, data access, IT standards, data integrity and security, and data sharing.

- ▲ The Department of Administration should undertake a study of the utility and cost-effectiveness of the concepts of an enterprise-wide Information Resource Management Plan for state systems.
- ▲ The Department of Administration should complete a study to determine the applicability and potential for the adoption of an enterprise-wide Information Resource Management Program. If determined practical and appropriate, the Department should develop a plan, with cost estimates, to implement the Program.
- ▲ The Information Services Division (ISD) should develop and maintain a database (inventory) of state applications that describes the state applications, gives the cost of development and maintenance, gives FTEs assigned to application maintenance, describes the platform on which the application is running, and describes how each application integrates with other systems, etc.
- ▲ ISD should identify common agency administrative applications or functions that could be developed as an enterprise-wide application, such as inventory, personnel, pre-payroll, procurement, etc.
- ▲ Interagency and intergovernmental partnerships and agreements should be created for developing shared (software) applications. A process for implementing this recommendation should be developed by ISD and presented to ITAC for review and discussion.
- ▲ ISD, other agencies, and local governments should continue to research emerging technologies and develop strategies and cost benefit analyses for utilizing these technologies enterprise-wide. This research and the strategies developed should be presented to ITAC and the Information Technology Managers' Group (ITMG) for review and discussion.
- ▲ The legislature should consider creating the capacity for and a forum for local government interaction with the state's IT enterprise. (Draft legislation is available.)



Governor's Blue Ribbon Telecommunications Task Force

The Governor's Blue Ribbon Telecommunications Task Force (BRTF) was authorized by the 1995 legislature to examine Montana's telecommunications infrastructure. The BRTF's scope and purpose were incorporated into House Bill 460 which recognized that:

"access to advanced telecommunications services is essential to ensure continued economic growth, Montana's competitive position in the global market, and a superior quality of life for Montanans."

The BRTF's charge was to develop recommendations to ensure the implementation of policies, practices, and statutes regarding access to advanced telecommunication services.

The BRTF has made recommendations to address the issues created by the passage of the Federal Telecommunications Act of 1996. The Act recognized that the technologies and economics of the telecommunications industry have changed rapidly in recent years. Its passage and implementation, through the FCC rule-making process, promise only that the telecommunications industry's regulatory, technological, and economic environment will experience continued dramatic change in the future.

The BRTF has developed numerous recommendations in an effort to encourage the transition to a robust, competitive, telecommunications marketplace, and remove barriers to competition and disincentives to investment in telecommunication deployment and use. A summary of these recommendations is provided in *Appendix B*.

EXECUTIVE INITIATIVES

ITAC has addressed several issues and recommendations through the creation of four executive-level task forces and an advisory group. These include the Coordination; Access and Privacy; Geographic Information Systems (GIS); and Internet Policy and Services Advisory task forces and the SummitNet Executive Council (SEC).

1996 ITAC Strategic Planning

Through ITAC, the state initiated a major IT strategic planning effort in 1993. The process culminated in the publishing of the *Information Technology Strategic Plan* in July 1994, in which 31 issues and recommendations are identified. In February 1996, ITAC completed an interim strategic planning session during which new issues and recommendations were identified and prioritized, and options for addressing them were



presented. The following are the top seven issues and recommendations selected by ITAC for further consideration:

Minimum Level of Technology

A minimum level of technology would be specified for State agencies to use when acquiring hardware and software. This would enable agencies to participate in the enterprise and thus have access to a broad range of state-wide computing resources. The specifications would be written with the goal of providing employees with the necessary resources to accomplish their jobs in the most efficient manner, including training. The specifications would be "guiding principles" rather than structured as a requirement. They would only describe the minimum levels necessary to participate in the enterprise and would not interfere with an agency's flexibility to exceed the minimum in order to meet program needs.

Planning and Pace of IT Change

The State should adopt a management model and associated methodology that can deal with the rapid pace of technological change. The methodology should be able to quickly capitalize on changes where appropriate to meet the information needs of internal State operations and public citizens. The methodology should provide a proactive means to adapt to rapid technological changes through planning rather than reacting to changes in technology forced by obsolescence and other changes forced upon the state's environment. The methodology should incorporate a process to adapt to change fast enough to employ new technology as soon as it is available, provide agency flexibility to use variations of the technology that meet agency requirements, enhance inter-agency communications on selection of new technology, and foster sharing of expertise within agencies. The methodology should encourage the establishment of legislative mandates that permit appropriate flexibility, with a focus on the informational needs being satisfied rather than the use of a particular technology. The methodology should also incorporate a mechanism to educate legislators and agency management on the benefits of the new technologies.

Enterprise Electronic Commerce Strategy

The state should capitalize on opportunities for the use of electronic commerce. Electronic commerce technologies should be shared among agencies with ISD serving as a clearing house for emerging federal requirements, including ANSI standards, and other policies and standards that affect the implementation of electronic commerce. Electronic commerce should be implemented with the necessary goals of appropriate security, privacy, and preserving necessary audit requirements of the various agency programs.

Continued Development of SummitNet

SummitNet development should continue. SummitNet should be deployed so that it facilitates and encourages collaborative work settings. It should also be deployed so that it functions as an "attachment" to the Internet, providing an integrated view of SummitNet and Internet services to users so that distinctions between the two are minimized. Telecommunications deregulation legislation should be assessed, as to its impact on SummitNet, on an ongoing basis as it occurs.

Enterprise Internet Strategy

The state should adopt an Internet deployment strategy. ISD should take a proactive role in coordinating a state-wide effort to define the appropriate capabilities, minimum standards, policies, security and capacity requirements, and support responsibilities applicable to the state's particular environment. The appropriate inclusion of Internet as part of a greater body of technology for access to the enterprise should be determined. ISD should also establish an ISD web site. Similar to the continued development of SummitNet, the particular way the state deploys Internet services should also provide an integrated view of the Internet and SummitNet to users so that distinctions between the two are minimized.

Reengineering the Delivery of Services Through IT

ISD should coordinate a state-wide effort to evaluate the feasibility of a state-wide contract for business process reengineering (BPR) services, which would include BPR education for agencies. The potential for partnerships with private entities should be evaluated with any BPR undertakings.

Integration of Management Information Systems

State systems should be evaluated as to their potential for integration. Related concepts (data sharing, etc.) and techniques (data warehousing, etc.) should be incorporated into agency undertakings. The effort should in part be based upon an assessment of the conclusions reached by the SJR 23 Committee. The impact of the state's classification system should be addressed. An appropriate balance/use of integration and interfaces should be considered in all endeavors.

Coordination Task Force

The subjects addressed by the ITAC Coordination Task Force included: Equal Access Minimum Level of Technology; Personnel Support Services; Governance The ITAC and Information Technology Managers' Group (ITMG) Relationship; and the "IT Services Options Analysis and Recommendation" document.

Equal Access — Minimum Level of Technology

There were short- and long-term components of this issue. The short-term related to investigating the feasibility of changing existing surplus-property mandates to facilitate interagency exchange of IT resources, in particular, older personal computers. The task force determined that there were no statutes, policies, or procedures that impeded the transfer of IT equipment between agencies. The fact that there are few equipment transfers currently occurring is due to cannibalization of equipment before it is surplus, and the reality that most equipment being surplus is too obsolete to be useful.

The long-term aspect of this issue dealt with developing a plan that would allow every agency to achieve a "minimum level of technology" by the year 2000. Included in that charge were defining a minimum hardware configuration and identifying the costs and funding alternatives associated with achieving that level.



The task force recommendations, adopted by ITAC in May 1996, are as follows:

- ▲ ITAC recommends the creation of a pilot project that would run through December 31, 1996. The goals of the pilot would be to:
 - 1) educate state personnel (through ISD's *News & Views* and Purchasing's newsletter) that transfers of intact IT equipment are possible and a good idea, and
 - 2) advertise used IT equipment availability through ITMG's *News & Views* and the state BBS.
- ▲ ITAC recommends that the state adopt, as a *target* platform for desktop LAN workstations, the preferred minimum-technology level defined below:
 - 1) a 100-MHZ Pentium processor,
 - 2) with 16 MB of memory,
 - 3) a 1-GB hard drive,
 - 4) a 15-inch SVGA monitor, and
 - 5) at least one 4X CD-ROM per workgroup.
- ▲ ITAC recommends that the state implement, via a single EPP proposal, an enterprise-wide plan for a hardware and operating system upgrade of those PCs that are currently below the preferred minimum level and are identified, by agency management, as needing to fully participate in the enterprise. ITAC recommends that funding for this initiative occur through a debt financing mechanism.
- ▲ ITAC recommends that state agencies adopt a life-cycle approach to managing IT assets. This approach includes identifying regular replacement schedules for equipment and incorporating replacement costs as an ongoing budget item. Definition of IT equipment life cycles and replacement schedules would be at the discretion of individual agencies.
- ▲ ITAC recommends that ISD be available as an agency resource during legislative sessions to actively lobby in support of technology requests deemed essential to enterprise participation. Likewise, ITAC members should be available to lobby on behalf of ISD requests that are important to the enterprise.

Personnel Support Services

The task force's charge in this area was to make recommendations on the appropriate means of acquiring IT personnel support services. The inquiry included examination of: the nature of IT support currently provided and needed; centralized vs. decentralized IT support; the suitability of state agency vs. ISD vs. the private sector as the support provider; as well as recruiting, retaining, training, and pay issues. The following were the task force recommendations adopted by ITAC in July 1996.



- ▲ ITAC recommends that the state pursue goals of multi-agency sharing of LAN servers, and sharing of IT support resources, through the initiation of a pilot-project feasibility study. The Department of Justice would be the lead agency, and Billings would be the preferred location. Among the issues that the pilot should address are: governance, administration, security, and cost sharing.
- ▲ ITAC recommends that the NetWare Managers' Group (NMG) serve in an advisory capacity for an enterprise initiative to share LAN servers. This responsibility should include recommending procedures for: identifying sharing opportunities; resolving logistical issues associated with inter-agency sharing; and ensuring that proper consideration is given to opportunities to share resources.
- ▲ ITAC recommends that ISD inventory the IT support requirements of state agencies in each of their non-Helena locations; explore alternative service providers and associated costs; and make recommendations back to ITAC.
- ▲ ITAC recommends that ISD establish an online, resource clearinghouse," wherein agencies can post the travel plans of support personnel, as well as any other opportunities to share resources (e.g. training).
- ▲ ITAC endorses ISD's current organizational flexibility that allows it to respond to enterprise IT support needs at the central service agency level.
- ▲ ITAC recommends that the state communicate the IT knowledge and skills needed within state government to the University System as useful information in formulating course curriculums.

Governance – The ITAC and ITMG Relationship

The task force's responsibility in this area was to clarify the relative roles of ITAC and ITMG, formally document the relationship, and ensure that good communications continue between the two bodies. The final report, which was adopted by ITAC in February 1996, includes the following recommendations:

- ▲ Use existing administrative authority at the Department of Administration to formalize the existence of ITMG; its purpose, authority, and responsibilities; and its relationship to ITAC.
- ▲ Formally define and document the relationship between ITAC and ITMG on the basis that ITAC is an executive-level group dealing primarily with policy-level directives; whereas, ITMG members are the agency IT managers who provide recommendations to their agencies' ITAC members and deal primarily with the implementation of statewide IT directives.

"IT Services Options Analysis & Recommendation" Document

At the Governor's request, the Office of Budget and Program Planning (OBPP), in cooperation with state agencies, conducted a review of more than 170 areas within state government where the introduction of competition could potentially lead to improved services and reduced costs. OBPP targeted 19 areas for further review, including the

range of IT services currently provided by the Information Services Division (ISD). The OBPP was specifically interested in examining the feasibility of providing IT services through a public-private corporation partnership model, such as is currently in use by the City of San Diego and its wholly-owned, non-profit subsidiary, the San Diego Data Processing Corporation (SDDPC).

ISD was asked to perform its own analysis of this possibility, and that effort resulted in the "IT Services Options Analysis and Recommendation" document. ISD chose to expand the scope of its inquiry, beyond the SDDPC model, to look at a full range of organizational structures for providing IT services. Nine alternatives, ranging from the status quo to a private corporation/ wholly-owned subsidiary, were identified and studied.

ISD's analysis weighed the ability of each option to: meet division goals and objectives; retain current strengths; and remedy current weaknesses. In addition, the decision factored in: an analysis of trends within other state governments; a comprehensive look at the San Diego model; and a review of the impact on unions.

The alternative recommended by ISD would elevate ISD to a department level and create an IT commission (ITC) that would have formal authority to direct the policy-level activities of the enterprise. This alternative is consistent with the Chief Information Officer (CIO) model. The ITC would replace ITAC and the SummitNet Executive Council (SEC). This alternative received the highest composite score when measured against the criteria of meeting goals and objectives, retaining strengths, and addressing weaknesses in the ISD analysis.

The IT Services document was presented at the July 1996 meeting of ITAC, where it was subsequently referred to the Coordination Task Force for review and recommendations. In addition to its own internal deliberations, the task force actively solicited the comments of the general membership of both ITAC and ITMG. While these forums highlighted the fact that there was little agency support for ISD's recommendation, the task force felt that ISD's analysis identified legitimate problem areas that could be addressed by means other than creating a new department. The task force presented the following recommendation at the September 1996 ITAC meeting, which was subsequently adopted by the group.

- ▲ ITAC does not endorse the recommendation of the IT Services document that ISD be elevated to a department level, with an Information Technology Commission (ITC) that would have formal authority to direct the policy-level activities of all agencies within state government.

The task force continues to study the following areas, identified by ISD as major weaknesses: the lack of flexibility available when deciding personnel issues such as compensation; procurement; budget; new service limitations; and elevating the IT decision process.

Access and Privacy Task Force



The Access and Privacy Task Force was re-formed in August 1995 with the mission of fulfilling the following recommendations found in the 1994 *Information Technology Strategic Plan*

1. The state should adopt an aggressive policy regarding the use of technology to provide access to services and current and retrospective information with appropriate regard for budgetary considerations.
2. The state should actively participate in and use manifestations of the electronic data superhighway.
3. In order to provide the greatest access, while guarding individual privacy, the state should review and revise all statutes and policies that might be viewed as impediments to access to state IT resources.
4. The state should pursue the use of IT as a means for service delivery including: use of electronic transactions (EDI, EFT, EBT) and coordinated, integrated access from a variety of convenient locations.
5. The state should adopt a policy regarding fair information practices, clearly stating information privacy policies and practices.
6. The state, through the Department of Administration and cooperating state agencies, should adopt a policy defining state agency personnel responsibilities regarding communications privacy and the access and use of information that might be intercepted in the course of performing IT services.
7. Develop policy guidelines to establish either free access or access with a service charge. Criteria would include whether the access provided is an inherent part of the general mission of the organization or whether the access is for the private benefit of the person requesting it, along with the degree to which the public and private good involved can be distinguished.
8. Recognize the important traditional role of third-party information and service providers and embrace appropriate, nonexclusive implementations of those relationships in the electronic information age.
9. State government should take a proactive stand regarding the deployment of high capacity switched data transport capability on the public communications network in Montana.
10. The state should adopt a vision that is flexible and responsive to citizen needs and demands, a vision that would guide information technology planning and development to take advantage of current and future service delivery and/or access technologies for citizens in their homes, businesses, schools, libraries, and organizations.

A draft "Aggressive Use" policy has been sent to ITAC for review and fulfills Recommendations One, Four, and Eight. The policy states that:

"The goal of aggressively using IT to provide citizen access to information



and state services will be realized through the state's anticipating and valuing the role of information technology and through progressive, continuous, and appropriate information planning, information resource management, policy development, systems and infrastructure development, employee and user training, research, procurement, and partnering with third-party service providers. State government administrative and political leadership are responsible for accomplishing the business mission and goals (one being citizens' access to state services and information) through effective and efficient use of state resources."

A draft "Transmission Privacy" has been sent to ITAC for review and fulfills Recommendation Six. The policy states that:

"An employee, agent, or contractor of the State of Montana may only intercept transmissions, or an electronic communication carried or stored on any state telecommunications network or state-operated local-area networks, when such interception is in the normal course of that person's employment responsibilities and is regarded as necessary to providing the state's electronic communication service or protecting the rights and property of the State of Montana. If an employee, agent, or contractor of the State of Montana is discovered in the improper use of state electronic communication resources they shall be subject to discipline up to termination."

A draft "Vision Policy" is currently being developed and will fulfill Recommendation 10. The policy states that:

"All citizens, regardless of educational level, special needs, economic status, or demographics will have access to information and state services — as long as this access does not violate state statutes related to the citizen's right to privacy. The State of Montana will bring about this access through the elimination of access barriers (physical, organizational, infrastructure, data, applications, fiscal); progressive information technology planning and implementation; legislative budgetary commitment and support; the use of best practices; and continuous performance measurement. Implementing the Vision for Citizen Access will be provided through: Equal Access; Universal Access and Opportunity; State Bulletin Board and Internet Access; Value-Added Services; Strategic Planning; the State Communications Network; Information Resource Management (IRM); and Fair Information Practices."

Recommendation Two is being addressed by ISD, agencies, and the University System through the development of Internet Home Pages, and the exploration of the business and electronic-commerce benefits of using the Internet. Recommendations Three, Five, and Seven are currently under ITAC consideration, and Recommendation Nine has been referred to the SummitNet Executive Council (SEC).

GIS Task Force

ITAC approved the formation of the GIS Task Force in its July 11, 1995 meeting. Approval of the Task Force reflects the importance that ITAC places on the benefits that GIS technology can offer the State of Montana. ITAC recognizes the need to take an active role in establishing statewide GIS directions and standards.

The GIS Task Force's mission was to recommend directions that facilitate the effective use and implementation of GIS technology statewide. The following objectives were identified for supporting this mission:

- ▲ Assess and document Montana's current GIS environment and identify future plans for using GIS.
- ▲ Review existing GIS standards and recommend to ITAC the approval of appropriate standards.
- ▲ Identify and prioritize GIS issues and concerns needing in-depth study.
- ▲ Recommend options ITAC should consider for establishing statewide GIS directions.

Early on, a decision was made to conduct a GIS survey across all levels of government. The intent was to gather information related to GIS programs throughout Montana. The Task Force used this information to help identify issues and recommendations for submittal to ITAC.

The Task Force identified GIS needs that members felt would support its assigned mission and objectives. The following needs were documented:

- ▲ There is a need to establish statewide GIS policies related to funding arrangements, legal issues, inter-entity relationships, and standards.
- ▲ There is a need to establish a statewide GIS framework. This would include support for issues affecting GIS data sharing, data coordination, data access, data collection, and data maintenance.
- ▲ There is a need to implement GIS in an effective manner. This includes identifying GIS users, serving GIS users, supporting GIS practitioners, and planning strategically for the growth of GIS.
- ▲ There is a need to align GIS needs within the context of ITAC's Information Technology Strategic Plan.

The Task Force submitted the "Report of GIS Technology Directions, Implementation, and Use" to ITAC in July of 1996.

Internet Policy and Services Advisory Task Force



In February 1996, ITAC created the Internet Policy and Services Advisory Task Force with the goal of developing Internet policies for the enterprise. The Task Force is comprised of agency staff and ISD personnel.

The Task Force has been guided by four important factors:

- ▲ Internet/Intranet issues are inseparable and must be dealt with concurrently. As viewed by the Task Force, Intranet is expansion of the backbone and eventual implementation of SummitNet; whereas, the Internet encompasses the national/international network.
- ▲ The desire held by certain state agencies to provide Internet and Intranet users easy access to agency information. These agencies wish to publish and advertise externally and internally.
- ▲ The concern held by certain state agencies to ensure proper security of their data for Internet and Intranet access. These agencies manage sensitive data that require restricted access.
- ▲ The desire of the Task Force to preserve the security of the enterprise computing facilities, while acknowledging the productive functionality and agency use of the Internet.

When planning what Internet/Intranet services to provide, or use, state agencies need to:

- ▲ Evaluate and assess those choices in light of the agency's mission (i.e., does the agency have a mission to provide information, or manage and protect information).
- ▲ Identify the desirable extent of Internet access to its site (i.e., limited to other employees within the agency, other state agencies, other public agencies, or open to the Internet at large).
- ▲ Identify the extent of secure or confidential data or processes and take proper steps to ensure the protection of those data and processes.

The Task Force has drafted initial policy statements for: Browser; TCP/IP Stack; FTP Client; FTP Server; Enterprise Firewall; Training; and Web Server.

SummitNet Executive Council

The SummitNet Executive Council was created in July 1995, by Executive Order of the Governor, to provide policy-level direction for matters relating to SummitNet, including the following:

- ▲ The Council shall provide a governance structure of shared authority within the existing statutory framework regarding management of telecommunication networks.



- ▲ The Council shall exercise broad authority for strategic decision making with regard to SummitNet. This authority shall include: policy development, participation (identification of entities allowed to use SummitNet), financial planning, strategic planning, cost-recovery planning and policies, appropriate use policies, development and evaluation of new networking technologies, and other issues relating to SummitNet.

SEC actively participated in the RFP process through which a successful SummitNet contract was established with US West and IBM; developed the SummitNet Acceptable Use Policy; established TAG (Technical Advisory Group) to address technical issues for SEC review; and developed SummitNet rate structures for government, educational, and non-state entities. SEC continues to assess users' needs and develop appropriate governing policies. See *Appendix A* for a listing of the SEC membership.

Year 2000 Compliance

The scope of the Year 2000 challenge spans the entire IT industry. The phenomenon exists because for decades it has been common practice to use two digits instead of four when writing computer program dates. However common this practice, it causes computer software performing arithmetic operations, making comparisons, or sorting data fields to yield incorrect results when working with years beyond 1999. In addition to computer software program failures, computer hardware is also susceptible; mainframes and PCs contain system clocks, relating to operating systems, that are likely to fail depending upon how system date parameters are defined.

ISD has assumed the central coordination role in developing an enterprise Year 2000 compliance plan. In an effort to assess the impact of Year 2000 upon state agencies, a survey was distributed to ITAC in September 1996 with the objective of gathering preliminary information to be used in the development of the compliance plan. That plan's purpose will be to ensure that the state is prepared for Year 2000, and that all computer hardware and software are compliant. At a minimum, this will involve the following:

- ▲ Awareness. Provide information to management and staff regarding the scope of impact of the Year 2000. This should include identification of issues beyond data management.
- ▲ Inventory. Develop a full inventory of hardware and software (internally and commercially developed), data, and equipment and determine its Year 2000 compliance.
- ▲ Impact Analysis. Determine the impact of noncompliant resources. Define whether problems are fatal, critical, or marginal.
- ▲ Plan. Determine the appropriate action on each system (change/add or replace) and whether policies and practices for IT acquisition, data administration, and file and database design should be developed. Develop a plan to convert/replace, test, and implement the recommended actions.

MANAGEMENT INITIATIVES

Two management-level subcommittees have been created in the past biennium that support the development and implementation of enterprise initiatives. These include ITMG's Imaging Subcommittee and EMail Subcommittee.

Imaging Subcommittee

The mission of the ITMG Imaging Subcommittee was to establish and promote progressive, efficient imaging and document-management-technology policies and standards to facilitate the implementation of cost-effective imaging and document management technology. The subcommittee's goals included the following:

- ▲ Develop a plan for implementing approved imaging and document management technology.
- ▲ Develop, publish, and implement Imaging Standards for the State of Montana.
- ▲ Implement a centralized imaging system for small to mid-sized agencies.
- ▲ Continue to develop expertise in imaging and document management technology, including learning and documenting private-sector trends and Montana's current environment related to imaging and document management technology.
- ▲ Develop a vision for the state using imaging and document management technology to make government more efficient.

The Imaging Subcommittee published and distributed *State of Montana Electronic Imaging Standards*. Its membership continues to meet to stay abreast of technology and to guide agencies in the procurement and implementation of imaging and document management technology.

E-Mail Subcommittee

ITMG established the Operating Systems/EMail Subcommittee in August of 1995. The purpose of this project, as defined in the original charge statement of the subcommittee, was to establish an email strategy for the state. Two main factors facilitated a need to address the future of the state enterprise email direction:

- ▲ Attachmate Corporation is not actively supporting ZIP!Mail/ZIP!Office products.



- ▲ SummitNet is being deployed statewide to replace the legacy IBM Systems Network Architecture (SNA) network with a multi-protocol, routed, TCP/IP-based network.

The committee's goals included the following:

- ▲ Identify and quantify the probability of change in other strategies/standards that would impact or influence email decisions.
- ▲ Identify emerging technologies that might impact or influence email decisions.
- ▲ Identify stakeholders/scope.
- ▲ Identify functional and technical requirements.
- ▲ Identify potential vendors/products.
- ▲ Develop an acquisition plan.
- ▲ Develop an evaluation plan.
- ▲ Perform an impact analysis.
- ▲ Develop a migration plan.

The following is a summary of the key recommendations and considerations:

- ▲ The scope must include state agencies, and it should allow other SummitNet users (local government, schools, libraries, etc.) to participate if they elect to do so.
- ▲ Provide for central email architecture and directory administration while allowing for decentralized address administration.
- ▲ Must support Windows (3.x, 95 and NT) and Web browser clients; Unix client support is desired, but DOS and 3270 client support are not required.
- ▲ As a client/server application, it should be targeted to the mid-tier server platform (Unix and NT), but it must also co-exist with our LAN and mainframe platforms.
- ▲ High value should be placed on open standards such as SMTP/MIME, LDAP and X.500 as well as on a vendor's commitment to open standards.
- ▲ Selection of an email/scheduling solution must include groupware.
- ▲ The vendor and product choice must be viewed as a strategic long-term investment with more emphasis placed on corporate qualifications than on current features or cost.



Preparing Montana for the 21st Century

- ▲ The state must select a single strategic solution that is uniformly deployed throughout state government agencies.

Based on the subcommittee recommendations, a Request for Proposal (RFP) is being developed during FY97 as part of a plan to select a state standard-email/groupware product by early FY98.